EXIN

VeriSM™
Digital Transformation

FOUNDATION

Certified by
EXIN

考试样卷

202210 版本

目录

考试说明

本试卷是 VeriSM™ Foundation (VERISMF.CH)模拟考试。 EXIN 考试准则适用于该考试。

本试卷由 40 道单项选择题组成。每道选择题有多个选项，但这些选项中只有一个是正确答案。

本试卷的总分是 40 分。每道题的分数是 1 分。您需要获得 26 分或以上通过考试。

考试时间为 60 分钟。

祝您好运!

考试样卷

1 / 40
以下哪一种表述**最**符合影子行为(shadow behavior)?

What is the **best** description of shadow behavior?

A) 下级通过旁观工作和在岗学习方式观察上级
A junior observing a senior by doing job-shadowing and learning on-the-job
B) 建立部落制度，团队成员之间出现"抢风头"现象
Creating a tribal system where team members are overshadowed by others
C) 未经明确的组织批准，实施系统或解决方案
Implementing systems or solutions without explicit organizational approval
D) 用户在不知不觉中享受提供的IT服务
IT service provisioning being so good that consumers are unaware of IT

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治理如何贯通整个组织?

How does governance flow through an organization?

A) 由所有者委托治理层（governing body），再由治理主体机构/部门向各组织单位授权组织能力，用以创造和支持消费者想要的成果。
Via delegation from owners to a governing body, who authorizes organizational capabilities to create and support the outcomes to consumers.
B) 组织内高层做好规划，重要的是明确使命和愿景以及确定关键目标。
Via good planning in the higher levels of the organization, where it is critical that there is a clearly stated mission and vision with key objectives defined.
C) 每年举办一次或两次全组织聚会，所有者/干系人阐述使命、愿景和目标，并收集员工的反馈意见。
Via organization-wide gatherings once or twice a year, where owners/stakeholders present the mission, vision and objectives, and take feedback from employees.
D) 员工与其上级之间签订绩效合同，让每个人都能为战略各司其职。
Via performance contracts between an employee and his or her manager, making everybody responsible for part of the strategy.

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新技术导致组织内部发生变化。

以下哪一项属于其中之一？

New technology has led to changes within organizations.

Which is one of these changes?

A) 由稳定性管理实践驱动的服务是技术创新的阻碍。
Services are driven by stable management practices which discourage technology innovation.
B) 服务可以不受地点约束，在任何地方被交付。
Services can be delivered from anywhere to anywhere.
C) 组织内的服务正在发生一种更定型的功能变化。
Services now undergo a more rigid functional change approach within organizations.
D) 依靠传统定型管理方法的服务更加适合组织。
Services that rely on traditional rigid management approaches are preferable to organizations.

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数字化转型要求在组织内部采用一种新型的服务管理方法。

组织的服务管理原则属于哪个领域？

Digital transformation requires a new approach to service management within organizations.

Where is the ownership of service management principles situated in an organization?

A) 服务管理属于业务领域。
Business owns service management.
B) 服务管理属于IT领域。
IT owns service management.
C) 服务管理外包给第三方供应商。
Service management is outsourced to a third-party supplier.
D) 服务管理属于整个组织。
Service management is owned across the whole organization.

以下哪一种表述关于组织文化的描述**最**最到位?

How can organizational culture **best** be described?

A) 它是基于组织内全体员工背景的一系列惯常实践。
It is a collection of common practices based on the backgrounds of all employees within an organization.
B) 它反映了一个组织内管理层和所有者的种族身份。
It is a reflection of the ethnicity of management and owners within an organization.
C) 它是一种由组织领导层专门定义的文化。
It is a culture that is exclusively defined by the leadership of an organization.
D) 它是组织的价值观、系统、标志、主张、信仰和习惯的集合以及相互作用。
It is a collection of, and interaction between, the values, systems, symbols, assumptions, beliefs and habits of an organization.

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创建服务文化**最**重要的元素是什么?

What is the **most** important element of creating a service culture?

A) 赋予员工独立决策的权利
Empowering the employees to make decisions on their own
B) 衡量服务文化,以确定改进思路
Measuring the service culture in order to identify improvement ideas
C) 通过行动而不是语言向消费者表明他们受到重视
Showing the consumer that they are valued by actions rather than telling them
D) 培训员工和管理者良好的服务行为
Training employees and managers in good service behavior

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领导者角色的关键活动是什么?

What is the key activity of a leader's role?

A) 关注结果
Focus on results
B) 风险最小化
Minimize risk
C) 激励同事
Motivate colleagues
D) 设定优先级
Set up priorities

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情商决定了两个主要能力：人际和社交。

以下哪两项技能属于社交能力?

Emotional intelligence defines two main competencies: personal and social.

Which two skills belong to the social competence?

A) 加入社交团体并积极交流
Joining social groups and actively communicating with them
B) 了解社交媒体以及会影响自身的人或事
Knowing social media and what people or situations can influence us
C) 社会意识和关系管理
Social awareness and relationship management
D) 社交内容管理和使用社交技巧
Social content management and using social techniques

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如何称呼掌握既有广度又有深度知识的专家?

What is the name of the professional that should have both breadth and depth of knowledge?

A) A型专家
A-shaped professional
B) I型专家
I-shaped professional
C) 服务管理专家
Service management expert
D) T型专家
T-shaped professional

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团队组建的**最后**阶段是什么?

What is the **last** stage of team formation?

A) 解散/结束（Adjourning）
Adjourning
B) 形成（Forming）
Forming
C) 发挥（Performing）
Performing
D) 组建（Setting-up）
Setting-up

团队之间存在可能各自为政的棘手问题。

管理层应对这一问题的建议是什么?

There is a challenge that teams may operate in silos.

What is a recommendation that management should do to overcome this challenge?

A) 在团队成员之间开展一对一会议
Implement one-on-one meetings between team members
B) 为每个团队提供团队建设活动
Provide team-building activities for each team
C) 奖励提前达到目标的团队
Reward teams who achieve their goals ahead of target
D) 分享关于组织战略的信息
Share information on the organization's strategies

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成功的期望值管理取决于对预期内容有清晰的认识。

如何形成这一清晰认识?

Successful expectation management depends on developing a clear vision of what is expected.

How can this clarity be achieved?

A) 确保有详细的SLA(服务级别协议)文档可供使用
Ensure that detailed SLA documentation is available
B) 报告对照约定目标的成果情况
Report achievement against agreed targets
C) 设定界限并提供交付结构
Set boundaries and provide a structure for delivery
D) 谨慎许诺和出色兑现
Under-promise and over-deliver

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以下哪一项是沟通中应考虑的五个要素之一?

What is one of the five components that should be considered in communication?

A) 传递机制
Delivery mechanism
B) 意图
Intention
C) 感知
Perception
D) 范围
Scope

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Kotter组织变革管理（OCM）模型中的**第一个**重要步骤是什么？

What is the **first** important step in Kotter's Organizational Change Management (OCM) model?

A) 建立一支指导团队
Build a guiding coalition
B) 制造紧迫感
Create a sense of urgency
C) 取得短期成效
Generate short-term wins
D) 将新方法制度化
Institute change

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VeriSM™模型的哪一项要素决定了必需的管理活动或实践，通过规定规章制度或界限满足治理要求？

Which element of the VeriSM™ model defines the management activities or practices necessary to meet the governance requirements by providing guardrails or boundaries?

A) 定义（Define）
Define
B) 管理网格（Management Mesh）
Management Mesh
C) 生产（Produce）
Produce
D) 服务管理原则
Service management principles

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新产品或服务经过部署之后，服务提供者将为用户的使用提供持续支持。

VeriSM™模型的哪一项要素体现了这一支持？

Following the deployment of a new product or service, the service provider will provide ongoing support in its use to consumers.

Which element of the VeriSM™ model describes this provision of support?

A) 定义（Define）
Define
B) 生产（Produce）
Produce
C) 提供（Provide）
Provide
D) 响应（Respond）
Respond

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VeriSM™重新定义传统服务管理的**核心**原因是什么?

What is the **main** reason VeriSM™ re-defines traditional service management?

A) VeriSM™将组织内的服务管理分为不同实体，这样所有实体都可以自主工作。
VeriSM™ divides service management within an organization into separate entities so all entities can work autonomously.

B) VeriSM™关注整体性，不为特定组织提供实践。
VeriSM™ focuses on the big picture and does not provide practices for specific organizations.

C) VeriSM™结合了新技术，因此可帮助IT部门实现数字化转型。
VeriSM™ incorporates new technologies and therefore helps IT departments with digital transformation.

D) VeriSM™将整个组织视为各个单位共同协作的服务提供者。
VeriSM™ regards the entire organization as the service provider with capabilities that work together.

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是什么将VeriSM™与其他IT服务管理方法区分开来?

What differentiates VeriSM™ from other IT service management approaches?

A) VeriSM™将IT与其他服务管理实践区分开来。
VeriSM™ differentiates IT from other service management practices.

B) VeriSM™关注组织中的企业IT方面。
VeriSM™ focuses on the corporate IT aspects in the organization.

C) VeriSM™是对早期IT服务管理实践的合理演化。
VeriSM™ is a logical evolution to older IT service management practices.

D) VeriSM™将所有组织能力纳入考虑范围。
VeriSM™ takes all organizational capabilities into account.

VeriSM™引入了管理网格（Management Mesh）的概念。管理网格结合了资源、管理实践、环境和新兴技术四个要素，创造和交付产品和服务。

以下哪一项要素应包含相关框架如ITIL，或相关方法伦如COBIT？

VeriSM™ introduces the concept of the Management Mesh. This combines the four elements of resources, management practices, environment, and emerging technologies to create and deliver products and services.

In which element should frameworks such as ITIL or methodologies such as COBIT be included?

A) 新兴技术
Emerging technologies
B) 环境
Environment
C) 管理实践
Management practices
D) 资源
Resources

在理解组织治理和服务管理原则后才能构建管理网格（Management Mesh）。

在构建网格前还须制定什么？

The Management Mesh can only be built once the organizational governance and service management principles are understood.

What else must also be developed before the Mesh is built?

A) 设计规范
Design specifications
B) 运营计划
Operational plans
C) 战略计划
Strategic plans
D) 战术计划
Tactical plans

VeriSM™模型中定义（Define）阶段的目标是什么？

What is an objective of the Define stage in the VeriSM™ model?

A) 阐述与产品或服务设计有关的活动和相关成果
To address activities and supporting outcomes that relate to the design of a product or service

B) 确保产品或服务可供消费
To ensure the product or service is available for consumption

C) 响应消费者的服务事项、问询和需求
To react to service issues, inquiries and requests from the consumer

D) 结合服务蓝图并执行构建、测试和实施处于变更控制下的活动
To take the service blueprint and perform build, test and implement activities under change control

测试为什么是生产（Produce）阶段的重要部分？

Why is testing an important part of the Produce stage?

A) 定义组织的风险准则和风险偏好
To define risk criteria and the risk appetite of an organization

B) 确保产品或服务符合既定要求
To ensure that the product or service meets the requirements set

C) 确保组织的要求符合其战略
To ensure that the organization's requirements are in line with its strategy

D) 确保适当的组织架构
To ensure an organization's architecture is appropriate

以下哪一项活动属于提供（Provide）阶段的一部分？

What activity is part of the Provide stage?

A) 构建
Build

B) 设计
Design

C) 改进
Improve

D) 测试
Test

响应（Respond）阶段的记录（Record）活动涵盖了以下哪一项?

What is covered by the activity Record in the Respond stage?

A) 采集信息
Capture information
B) 交付结果
Deliver results
C) 解决问题
Resolve the issue
D) 源事件
Source events

以下哪些步骤描述了采用VeriSM™模型的高层次流程（high-level process）?

What steps describe the high-level process for adapting the VeriSM™ model?

A) 明确干系人，选择流程并在组织中实施
Define the stakeholders, select the processes, and implement them in the organization
B) 建立原则，选择一套实践，创建一个响应式的运营模式
Establish the principles, select a set of practices, create a responsive operating model
C) 调查所有现行实践，选择最佳组合，并强制执行
Investigate all practices in use, select the best set, and make these mandatory
D) 选择最佳管理实践，重点关注并逐步实施
Select the best management practice, focus thereon, and implement it step by step

VeriSM™模型的定义（Define）阶段形成关于良好服务的定义。

这项活动发生在以下哪个流程?

The Define stage of the VeriSM™ model produces a definition of what good service looks like.

During which process does this activity take place?

A) 创建服务蓝图
Create the service blueprint
B) 创建解决方案
Create the solution
C) 定义消费者需求
Define consumer needs
D) 收集需求
Gather requirements

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服务测量的目标是什么?

Which is the objective of service measurement?

A) 证明符合法律法规和合同承诺
To demonstrate compliance with laws, regulations and contractual commitments
B) 使服务提供者能够管理支撑服务要素的绩效能力
To enable service providers to manage the performance capabilities of underpinning service elements
C) 让消费者了解提供服务的成本
To enable the consumer to understand the costs of providing the service
D) 使服务所带来的结果或成果量化并获得认可
To quantify and qualify the results or outcomes provided by a service

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组织发展迅猛,因此希望重新审视其所有流程,但又发现测试的风险过大。组织希望最大限度地减少因集成和测试错误发现滞后而产生的错误修复成本。

以下哪一种管理实践解决这个问题的效果**最好**?

An organization is growing rapidly and therefore wants to reconsider all their processes. They find that testing is too risky. They want to minimize costs of fixing errors resulting from late discovery of integration and test errors.

Which management practice would **best** address this issue?

A) 敏捷
Agile
B) 客户体验/用户体验（CX/UX）
Customer Experience/User Experience (CX/UX)
C) 精益
Lean
D) 服务集成与管理（SIAM™）
Service Integration and Management (SIAM™)

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敏捷如何能够支持服务管理?

How can Agile be used to support service management?

A) 无法利用敏捷支持服务管理,敏捷只适用于项目管理
Agile cannot be used as it is a project management-only practice
B) 用于迭代开发产品和服务
For building products and services iteratively
C) 让整个组织容易接受所有服务管理实践
For easy acceptance of all service management practices across the entire organization
D) 像传统瀑布项目一样建立所有服务管理流程
To build all service management processes like traditional waterfall projects

DevOps如何提升服务管理实践?

How does DevOps advance service management practices?

A) DevOps建立了服务管理实践原则。
DevOps sets up the principles for service management practices.
B) DevOps将服务管理实践左移，实现精简化。
DevOps shifts service management practices to the left which makes them leaner.
C) DevOps只能用于开发新产品和服务。
DevOps should be used only to develop new products and services.
D) DevOps的构建时间晚于服务管理，因此不会提升服务管理实践。
DevOps was established later than service management and therefore does not advance service management practices.

在服务集成与管理（SIAM™）中，消费者与提供者之间层是什么?

What is the layer between consumer and provider in Service Integration and Management (SIAM™)?

A) 服务倡导者
Service advocate
B) 服务安装者（service installer）
Service installer
C) 服务集成商
Service integrator
D) 服务管理者
Service manager

精益生产中区分了不同类型的浪费。

哪一类浪费属于"生产质量超出消费者需求"?

In Lean, different types of waste are distinguished.

What type of waste is "producing at levels of quality more than required by the customer"?

A) 库存
Inventory
B) 超额交付
Overdelivering
C) 过度加工
Overprocessing
D) 生产过剩
Overproduction

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左移（Shift Left）是一种将方案开发、交付和支持推到其生命周期早期阶段，从而提高效率，节约成本并提高客户关注度的方法。

以下哪一项活动**不**属于左移的特征?

Shift Left is an approach which sees solution development, delivery and support pushed to earlier stages in their lifecycle and so gains efficiencies, cost savings and improved customer focus.

Which activity is **not** a feature of Shift Left?

A) 运维问题发生后自动更正
Auto-correction of operational issues after they have occurred
B) 潜在运维问题发生前自动检测
Auto-detection of potential operational issues before they occur
C) 事件自动转交至二线支持
Automatic incident referral to second line support
D) 自助服务事件诊断
Self service incident diagnosis

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以下哪一项属于用户体验（UX）？

What is an example of User Experience (UX)?

A) 投诉处理
Complaint handling
B) 客户服务
Customer service
C) 支持体验
Support experience
D) 用户界面
User interface

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持续交付如何**积极**影响变更控制流程?

How does continuous delivery **positively** impact change control processes?

A) 它不影响变更控制流程。
It does not impact the change control processes.
B) 它通过自动化测试工具影响流程。
It impacts the processes through automated testing facilities.
C) 它通过提供更多信息影响流程。
It impacts the processes through delivering more information.
D) 它通过不太固化的变更控制影响流程。
It impacts the processes through less rigorous change control.

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技术不断飞速变化，给服务管理带来了重大挑战。

下列哪一项属于服务管理中存在的共性挑战?

Technology is changing fast and this provides significant challenges for service management.

What is a generic challenge identified for service management?

A) 确保成本与预算相匹配
Ensuring cost is matched to budget
B) 将期望值与业务关系相匹配
Matching expectations to business relationships
C) 复杂度上升，可预见性不足
More complexity and less visibility
D) 服务管理方法支持受限制或约束
Service management approaches support constraints

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以下哪一项是云的**主要**优点?

What is a **key** benefit of cloud?

A) 内部沟通加强
Enhanced internal communication
B) 基础设施质量提升
Increased quality of the infrastructure
C) 基础设施服务速度加快
Increased speed of infrastructure service
D) 运营风险降低
Reduced operating risks

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一个组织决定利用SaaS解决方案控制其新的物联网（IoT）监控设备。

从服务管理的角度来看，以下哪一项**最**重要，需要重点考虑?

An organization decides to use a SaaS solution to control their new Internet of Things (IoT) monitoring devices.

What is **most** important to consider from a service management point of view?

A) 物联网设备识别码和IP地址具有唯一性，这是一个关键要求
That a key requirement for IoT devices is to have unique identifiers and IP addresses
B) 物联网服务提供更好的行为跟踪以支持实时营销
That IoT services provide better behavior tracking to support real-time marketing
C) 这是一项外包服务，因此不需要专门考虑
That it is an outsourced service so no specific considerations are required
D) SaaS解决方案也必须遵循服务规章制度（guardrails）
That the guardrails for the services must be respected also for SaaS solutions

机器人流程自动化（RPA，或译作软件机器人/虚拟劳动者）在服务管理过程中具有什么优点？

What is the advantage of Robotic Process Automation (RPA) in service management processes?

A) RPA可以实现任务自动化，因此可以缩减人员。
RPA automates tasks and therefore will always reduce headcount.

B) RPA帮助员工执行更复杂的任务。
RPA helps in enabling employees to perform more complex tasks.

C) RPA可以实现任务自动化，从而提高生产产品的质量。
RPA increases the quality of the produced products as it automates tasks.

D) RPA是一种生产技术，无法有效用于服务管理。
RPA is a manufacturing technique which cannot be used effectively in service management.

一个组织希望打破"救火的工作模式"并转向主动模式。

应该**首先**关注VeriSM™模型中的哪项元素？

An organization wants to break out of fire-fighting mode and move to the proactive mode.

On which element(s) of the VeriSM™ model should the focus be **first**?

A) 定义（Define）和生产（Produce）
Define and Produce

B) 治理
Governance

C) 管理网格（Management Mesh）
Management Mesh

D) 提供（Provide）和响应（Respond）
Provide and Respond

答案解析

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以下哪一种表述**最**符合影子行为(shadow behavior)?

What is the **best** description of shadow behavior?

A) 下级通过旁观工作和在岗学习方式观察上级
A junior observing a senior by doing job-shadowing and learning on-the-job
B) 建立部落制度，团队成员之间出现"抢风头"现象
Creating a tribal system where team members are overshadowed by others
C) 未经明确的组织批准，实施系统或解决方案
Implementing systems or solutions without explicit organizational approval
D) 用户在不知不觉中享受提供的IT服务
IT service provisioning being so good that consumers are unaware of IT

A) 错误。虽然旁观工作是富有成效的技能发展方法，但是与影子行为没有关系。影子行为是指未经批准将系统引入生产环境。
Incorrect. Although job-shadowing is a valid skills development approach which yields good results, it has no bearing on shadow behavior. Shadow behavior is about things such as the introduction of systems into the live environment without approval.
B) 错误。VeriSM™消除了许多组织内部的隔阂和部落制度。根据VeriSM™，抢其他成员风头是不好的行为，应及时避免。影子行为主要体现为实施组织变革时缺少明确的组织批准。
Incorrect. VeriSM™ removes the barriers and tribalism found in many organizations. Overshadowing other team members is considered undesirable behavior and should be avoided according to VeriSM™, but shadow behavior focusses on the lack of explicit organizational approval for changes in organizations.
C) 正确。影子行为，特别是影子IT是组织内存在的一大问题。不遵循组织批准流程和程序（变更管理），给组织环境带来未知风险，可能影响其他IT服务的绩效表现。（文献：A；章节：2.3.1）
Correct. Shadow behavior and specifically shadow IT is a big problem in organizations. Not following organizational approval processes and procedures (change management) introduces unknown risks into the environment and may well have an impact on the performance of other IT services. (Literature: A, Chapter 2.3.1)
D) 错误。IT服务被视为不扰民且构成组织运作的一个环节，这是一个好的现象。不过，影子行为是指未经批准私自实施制度，从而增加风险，具有消极影响。
Incorrect. It is a good thing if IT services are seen as non-intrusive and if services forms part of the functioning of the organization. However shadow behavior is not positive as it means things such as systems being implemented without approval and thereby increasing risk.

治理如何贯通整个组织?

How does governance flow through an organization?

A) 由所有者委托治理层（governing body），再由治理主体机构/部门向各组织单位授权组织能力，用以创造和支持消费者想要的成果。
Via delegation from owners to a governing body, who authorizes organizational capabilities to create and support the outcomes to consumers.

B) 组织内高层做好规划，重要的是明确使命和愿景以及确定关键目标。
Via good planning in the higher levels of the organization, where it is critical that there is a clearly stated mission and vision with key objectives defined.

C) 每年举办一次或两次全组织聚会，所有者/干系人阐述使命、愿景和目标，并收集员工的反馈意见。
Via organization-wide gatherings once or twice a year, where owners/stakeholders present the mission, vision and objectives, and take feedback from employees.

D) 员工与其上级之间签订绩效合同，让每个人都能为战略各司其职。
Via performance contracts between an employee and his or her manager, making everybody responsible for part of the strategy.

A) 正确。需要有实际的委托和授权框架来支持治理贯通，真正发挥其作用。（文献：A；章节：2.5.2）
Correct. There needs to be an actual frame of delegation and authorization supporting the flow of governance for it to really work. (Literature: A, Chapter 2.5.2)

B) 错误。尽管组织内高层的战略规划十分重要，但不能将其视为贯通治理的支柱。通过委托治理层，再由治理层授权各组织单位，根据使命、愿景和目标采取行动，由此实现治理贯通。
Incorrect. Although strategic planning in the higher levels of the organization is important, it cannot be considered the backbone of how the governance flows. It will flow via delegation to a governing body, who will authorize the organizational capabilities to take action based on the mission, vision and objectives.

C) 错误。尽管建议所有者/干系人针对使命、愿景和目标采取公开和坦诚对话方式，但不能将其视为贯通治理的支柱。通过委托治理层，再由治理层授权各组织单位，根据使命、愿景和目标采取行动，由此实现治理贯通。
Incorrect. Although openness and invitation to dialogue from owners/stakeholders about the mission, vision and objectives may be advised, it cannot be considered the backbone of how the governance flows. It will flow via delegation to a governing body, who will authorize the organizational capabilities to take action based on the mission, vision and objectives.

D) 错误。尽管让员工与上级之间约定承诺是个不错的想法，确保每个人都了解组织使命、愿景和目标并各司其职做好分内事，但是在所有者/干系人与治理层之间，也需要建立同样强有力的承诺和问责制。所有者/干系人负责制定使命、愿景和目标，而治理层授权管理者等人员将使命、愿景和目标付诸实践。
Incorrect. Although having commitments between a manager and an employee is a good idea to ensure that everybody understands, and is accountable for their contribution to the mission, vision and objectives of the organization, there needs to be an equally strong commitment and accountability between the owners/stakeholders, who make the mission, vision and objectives, and a governing body. Who then in turn authorizes for instance managers to bring the mission, vision and objectives to life.

新技术导致组织内部发生变化。

以下哪一项属于其中之一？

New technology has led to changes within organizations.

Which is one of these changes?

A) 由稳定性管理实践驱动的服务是技术创新的阻碍。
Services are driven by stable management practices which discourage technology innovation.
B) 服务可以不受地点约束，在任何地方被交付。
Services can be delivered from anywhere to anywhere.
C) 组织内的服务正在发生一种更定型的功能变化。
Services now undergo a more rigid functional change approach within organizations.
D) 依靠传统定型管理方法的服务更加适合组织。
Services that rely on traditional rigid management approaches are preferable to organizations.

A) 错误。虽然稳定性仍然十分重要，但飞速的技术变革需要加大创新力度，而不是减缓创新。
Incorrect. Although stability is still important, the speed of technology change requires greater innovation, not less.
B) 正确。新的创新技术使得服务可以不受地点约束，在任何地方被交付。（文献：A；章节：3.1）
Correct. New innovative technologies have allowed services to be delivered from anywhere, to anywhere. (Literature: A, Chapter 3.1)
C) 错误。敏捷方法带来所需的灵活性，而不是定型的管理。
Incorrect. Agile approaches provide the desired flexibility, rather than rigid management.
D) 错误。组织正在寻求更敏捷和更灵活的服务管理方法，以适应快速变化的环境。
Incorrect. Organizations are looking for more Agile and flexible approaches to service management, to cater for a fast changing environment.

数字化转型要求在组织内部采用一种新型的服务管理方法。

组织的服务管理原则属于哪个领域?

Digital transformation requires a new approach to service management within organizations.

Where is the ownership of service management principles situated in an organization?

A) 服务管理属于业务领域。
Business owns service management.
B) 服务管理属于IT领域。
IT owns service management.
C) 服务管理外包给第三方供应商。
Service management is outsourced to a third-party supplier.
D) 服务管理属于整个组织。
Service management is owned across the whole organization.

A) 错误。服务管理中的IT能力需要与人力资源、销售、市场营销或财务等其他能力领域的能力相融合,而不是单单属于业务领域。
Incorrect. IT capabilities in service management need to blend in with those of other capability areas like human resources, sales, marketing, or finance, and not be in the sole ownership of the business.
B) 错误。由于数字化转型,服务管理不再仅属于IT能力。
Incorrect. With digital transformation, service management can no longer be the sole property of the IT capability.
C) 错误。服务管理是一种涉及整个企业的方法,不应单独外包给第三方。
Incorrect. Service management is an enterprise wide approach, and should not be solely outsourced to a third party.
D) 正确。产品和服务需要多方业务能力单元的投入,通力合作以实现组织目标。服务管理被提升到企业层面。 (文献:A;章节:3.5)
Correct. Products and services require input from multiple business capabilities who must all work together to achieve organizational objectives. Service management is elevated to the enterprise level. (Literature: A, Chapter 3.5)

以下哪一种表述关于组织文化的描述**最**到位？

How can organizational culture **best** be described?

A) 它是基于组织内全体员工背景的一系列惯常实践。
It is a collection of common practices based on the backgrounds of all employees within an organization.

B) 它反映了一个组织内管理层和所有者的种族身份。
It is a reflection of the ethnicity of management and owners within an organization.

C) 它是一种由组织领导层专门定义的文化。
It is a culture that is exclusively defined by the leadership of an organization.

D) 它是组织的价值观、系统、标志、主张、信仰和习惯的集合以及相互作用。
It is a collection of, and interaction between, the values, systems, symbols, assumptions, beliefs and habits of an organization.

A) 错误。VeriSM™将组织文化定义为"塑造组织内部人员行为的成文和不成文规则、指导方针和实践的集合"。答案看起来似乎正确，但一般实践是基于员工背景的说法是不正确的。员工自然会影响组织文化，但它只是影响文化的众多因素之一。
Incorrect. VeriSM™ defines organizational culture as "the collection of written and unwritten rules, guidelines and practices that shape the behaviors of the people in an organization". The answer may seem correct but to say that common practices are based on employee backgrounds is not correct. Employees certainly influence organizational culture but it is only one of many factors that influence culture.

B) 错误。虽然组织运营的环境以及管理者和所有者的背景都会影响组织文化，但还有其他一些因素也是如此。文化参照选取同个团体的组织干系人，则不应构成组织文化的排他性基础。
Incorrect. Although the context in which an organization operates and managers' and owners' backgrounds influence organizational culture, a number of other factors do too. Cultural references from one group of organizational stakeholders should not form the exclusive basis of organizational culture.

C) 错误。组织的领导层固然对组织文化产生重大影响甚至可能是积极影响，但决不是唯一的决定性因素。如果领导者和管理者尝试与组织文化相悖的组织变革，他们很快就会发现，这是一项艰难甚至危险的任务，大部分会以失败收场。
Incorrect. The leadership of an organization certainly has a major influence on and may actively affect organizational culture, but it is by no means the only determining factor. Leaders and managers that attempt organizational change that opposes organizational culture will soon find out that this is a difficult and sometimes dangerous task and they will mostly see their change initiatives fail.

D) 正确。文化是指"我们在组织中的做事方式"。根据VeriSM™，比较适当的表述是"组织的集体价值观、系统、标志、主张、信仰和习惯"。以上特征均可从组织内的做事方式中体现。文化通常不会正式定义，形成书面文件，或教授给新员工。新员工主要通过"观察和学习组织内的做事方式"来体验组织文化。（文献：A；章节：2.4）
Correct. Culture is 'the way we do things in an organization'. According to VeriSM™ a good description would be "the collective values, systems, symbols, assumptions, beliefs and habits of an organization". All of these can be observed in how things are done in the organization. Culture is often not formally defined, written down or taught to new employees. They will mostly "observe and learn how things are done here". (Literature: A, Chapter 2.4)

创建服务文化**最**重要的元素是什么？

What is the **most** important element of creating a service culture?

A) 赋予员工独立决策的权利
Empowering the employees to make decisions on their own
B) 衡量服务文化，以确定改进思路
Measuring the service culture in order to identify improvement ideas
C) 通过行动而不是语言向消费者表明他们受到重视
Showing the consumer that they are valued by actions rather than telling them
D) 培训员工和管理者良好的服务行为
Training employees and managers in good service behavior

A) 错误。虽然赋权是高级管理人员为了创建服务文化而需要关注的点之一，但它并不是服务文化中最重要的元素。事实上，通过行动而不是语言向消费者表明他们受到重视，这才是最重要的元素。
Incorrect. Although empowerment is one of the areas senior management needs to focus on in order to bring about a service culture, it is not the most important element of a service culture. Actually showing the consumer that they are valued by actions rather than just telling them they are valued, is the most important element though.
B) 错误。为了解某人的工作情况，衡量他们的绩效表现很重要。但是，这不是创建服务文化的最重要元素。事实上，通过行动而不是语言向消费者表明他们受到重视，这才是最重要的元素。
Incorrect. In order to know whether someone is doing a good job, it is important to measure their performance. However, it is not the most critical element in bringing about a service culture as such. Actually showing the consumer that they are valued by actions rather than just telling them they are valued, is the most important element though.
C) 正确。让消费者感受到他们受到重视是服务文化中最重要的元素。（文献：A，章节：4.4）
Correct. Making the consumer feel that they are valued is the most important element of a service culture. (Literature: A, Chapter 4.4)
D) 错误。要在组织中创建服务文化，重要的是切实地赋能员工和管理人员去行动，并能够明辨行为好坏。事实上，通过行动而不是语言向消费者表明他们受到重视，这才是创建服务文化最重要的元素。
Incorrect. In order to create a service culture in an organization, it is important that employees and management are actually enabled to do so, and to recognize good behavior when they see it (or when they see bad behavior). Actually showing the consumer that they are valued by actions rather than just telling them they are valued, is the most important element of creating a service culture though.

领导者角色的关键活动是什么?

What is the key activity of a leader's role?

A) 关注结果
Focus on results

B) 风险最小化
Minimize risk

C) 激励同事
Motivate colleagues

D) 设定优先级
Set up priorities

A) 错误。这属于管理者角色的关键活动。
Incorrect. This is a key activity of the role of a manager.

B) 错误。这属于管理者角色的关键活动。
Incorrect. This is a key activity of the role of a manager.

C) 正确。这项活动是与VeriSM™领导者角色相关的一个重要特征。其他重要特征分别为赋权和激励。
（文献：A；章节：5.1)
Correct. This activity is a key characteristic that is connected with the role of a leader in VeriSM™. Other key characteristics are empower and inspire. (Literature: A, Chapter 5.1)

D) 错误。这是Scrum项目中产品所有者的关键活动。
Incorrect. This is a key activity of a Product Owner in a Scrum project.

情商决定了两个主要能力：人际和社交。

以下哪两项技能属于社交能力？

Emotional intelligence defines two main competencies: personal and social.

Which two skills belong to the social competence?

A) 加入社交团体并积极交流
Joining social groups and actively communicating with them
B) 了解社交媒体以及会影响自身的人或事
Knowing social media and what people or situations can influence us
C) 社会意识和关系管理
Social awareness and relationship management
D) 社交内容管理和使用社交技巧
Social content management and using social techniques

A) 错误。加入社交团体并与团队成员交流是活动而不是技能。
Incorrect. Joining social groups and communication between group members are activities not skills.
B) 错误。了解社交媒体还不足以将其列为一项技能。了解会影响自身的人和事是属于人际能力的技能。
Incorrect. Knowing social media is not enough to express it as a skill. Knowing what people and situations can influence ourselves is a skill that belongs to the personal competence.
C) 正确。社交意识和关系管理是Travis Bradberry和Jean Greaves在他们的著作《情商2.0》（Emotional Intelligence 2.0）中定义的两项技能。（文献：A；章节：5.3）
Correct. Social awareness and relationship management are two skills defined by Travis Bradberry and Jean Greaves in their work "Emotional Intelligence 2.0". (Literature: A, Chapter 5.3)
D) 错误。社交内容管理和使用社交技巧不属于技能。技巧是利用特定的工具、一套行为规则，而技能则是内在的，是在学习和成长过程中习得的。技巧是如何做事，而技能则是如何知道和理解事物。
Incorrect. Social content management and using social techniques are not skills. Techniques are the use of specific tools, a set of rules of conduct, and skills are immanent, acquired during the learning process and growth. Techniques are how to do something, skills are how to know and understand something.

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如何称呼掌握既有广度又有深度知识的专家？

What is the name of the professional that should have both breadth and depth of knowledge?

A) A型专家
A-shaped professional
B) I型专家
I-shaped professional
C) 服务管理专家
Service management expert
D) T型专家
T-shaped professional

A) 错误。A型专家掌握两个专业领域的专业知识。
Incorrect. An A-shaped professional develops expertise in two specialties.
B) 错误。I型专家专注于特定领域，并掌握该领域深厚的信息和知识。
Incorrect. An I-shaped professional is focused on a specific area and has great depth of information and knowledge within that area.
C) 错误。服务管理专家是一种认证，而不是一种理论，它只关注特定的知识领域和深度。
Incorrect. Service management expert is a certification, not a theory, which focuses on a particular knowledge area and depth only.
D) 正确。T型专家是所在专业领域具备创新和实力的问题解决者，能够与各领域专业人士互动和理解。 （文献：A；章节：5.5）
Correct. T-shaped professional is an innovative and powerful problem-solver in their area of expertise and capable of interacting and understanding specialists across a wide range of capabilities. (Literature: A, Chapter 5.5)

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团队组建的**最后**阶段是什么？

What is the **last** stage of team formation?

A) 解散/结束（Adjourning）
Adjourning

B) 形成（Forming）
Forming

C) 发挥（Performing）
Performing

D) 组建（Setting-up）
Setting-up

A) 正确。这是团队组建的最后阶段，即团体任务完成，团队解散。其他四个阶段分别为形成、震荡、规范和发挥。（文献：A；章节：5.7.1）
Correct. This is the last stage in the formation of a team. It is when group tasks are complete and the team disbands. The other four stages are forming, storming, norming, and performing. (Literature: A, Chapter 5.7.1)

B) 错误。这是团队组建的第一阶段，重点是彼此认识并了解团队的目的。
Incorrect. This is the first stage in a team formation. It focuses on getting to know each other and understand the purpose of the team.

C) 错误。这是团队组建的第四阶段。在这个阶段，关系、团队实践和效率同步发展，团队的实际工作处于开展之中。
Incorrect. This is the fourth stage in the formation of a team. During this stage relationships, team practices and effectiveness are synced and the real work of the team is now progressing.

D) 错误。这不是团队组建的阶段。
Incorrect. This is not a stage in a team formation.

团队之间存在可能各自为政的棘手问题。

管理层应对这一问题的建议是什么?

There is a challenge that teams may operate in silos.

What is a recommendation that management should do to overcome this challenge?

A) 在团队成员之间开展一对一会议
Implement one-on-one meetings between team members
B) 为每个团队提供团队建设活动
Provide team-building activities for each team
C) 奖励提前达到目标的团队
Reward teams who achieve their goals ahead of target
D) 分享关于组织战略的信息
Share information on the organization's strategies

A) 错误。此类会议一方面有助于在虚拟团队中塑造团队精神,另一方面会鼓励团队专注内部,促使形成孤岛效应。
Incorrect. Such meetings are helpful in building a team spirit across a virtual team, but may encourage the development of silos, by encouraging the team to look inwards.
B) 错误。每个团队的团队建设活动将鼓励团队精神,而不涉及与其他团队协作。
Incorrect. Team building activities for each team will encourage team spirit, but not collaboration with other teams.
C) 错误。奖励提前达到目标的团队可能会强调竞争并阻碍与其他团队的合作。
Incorrect. Rewarding teams for achieving goals ahead of target may emphasize competition and discourage collaboration with other teams.
D) 正确。分享组织的战略目标将有助于团队关注大局,共同努力实现总体目标。 (文献:A;章节:6.1)
Correct. Sharing the organization's strategic aims will help to focus the teams on the bigger picture, so that the team works to help to achieve the overall objective. (Literature: A, Chapter 6.1)

成功的期望值管理取决于对预期内容有清晰的认识。

如何形成这一清晰认识?

Successful expectation management depends on developing a clear vision of what is expected.

How can this clarity be achieved?

A) 确保有详细的SLA（服务级别协议）文档可供使用
Ensure that detailed SLA documentation is available
B) 报告对照约定目标的成果情况
Report achievement against agreed targets
C) 设定界限并提供交付结构
Set boundaries and provide a structure for delivery
D) 谨慎许诺和出色兑现
Under-promise and over-deliver

A) 错误。如果详细文档过于复杂或不明确，则不一定会促进清晰认识。服务级别协议必须明确说明要提供的服务级别，以及服务衡量方式。
Incorrect. Detailed documentation may not necessarily improve clarity, if it is overly complex or ambiguous. Service level agreements must be clear and state the level of service to be provided and how this is to be measured.
B) 错误。达成目标可能会有危险，如果目标与业务需求不一致，则对端到端服务的总体评价会不理想。这就是所谓的西瓜效应（外面是绿色的，里面却是红色的）。
Incorrect. There is a danger that targets may be met, but the overall perception of the end-to-end service is poor, if the targets are not aligned to the business requirement. This is known as the watermelon effect (green on the outside, red on the inside).
C) 正确。明确界定交付范围将确保各方达成一致并防止期望与交付不相符。（文献：A；章节：6.2.1）
Correct. Defining the scope of what is to be delivered in an unambiguous way will ensure that all parties are in agreement and prevent a mismatch between expectations and delivery. (Literature: A, Chapter 6.2.1)
D) 错误。由于在服务提供者能够提供的服务方面未达成明确的约定，即使有志于谨慎许诺并让交付的服务超出约定，也并不能帮助明确期望值，甚至可能将期望值逐渐提高到可实现的水平。
Incorrect. The ambition to under-promise and then deliver a better service than agreed does not help clarify expectations, and may even raise expectations to an achievable level over time, as there is no clear agreement on what the service provider is able to provide.

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以下哪一项是沟通中应考虑的五个要素之一？

What is one of the five components that should be considered in communication?

A) 传递机制
Delivery mechanism
B) 意图
Intention
C) 感知
Perception
D) 范围
Scope

A) 正确。良好的沟通需要考虑五个因素，分别是：传递者、背景环境、接收者、传递机制和内容。（文献：A；章节：6.4）
Correct. In good communication there are five components to consider. These five components are: sender, context, receiver, delivery mechanism and content. (Literature: A, Chapter 6.4)
B) 错误。意图不是沟通中应考虑的五个要素之一。每个信息应都带有一个确定的目的（意图），传递人希望通过沟通实现这一目的。
Incorrect. Intention is not one of the five components to consider in communication. Every message should have a defined purpose (intent) that the sender wants to achieve with the communication.
C) 错误。感知不是沟通中应考虑的五个要素之一，它是指信息的理解方式。
Incorrect. Perception is not one of the five components to consider in communication. It is how the message is understood.
D) 错误。范围不是沟通中应考虑的五个要素之一，而是属于既定沟通计划的一部分。
Incorrect. Scope is not one of the five components to consider in communication. The scope is a part of a defined communication plan.

Kotter组织变革管理（OCM）模型中的**第一个**重要步骤是什么?

What is the **first** important step in Kotter's Organizational Change Management (OCM) model?

A) 建立一支指导团队
Build a guiding coalition
B) 制造紧迫感
Create a sense of urgency
C) 取得短期成效
Generate short-term wins
D) 将新方法制度化
Institute change

A) 错误。这是Kotter模型的第二阶段。这个阶段的重点是组建一支有作用的志愿者队伍，负责指导、协调和沟通工作。
Incorrect. This is the second stage in the model of Kotter. This stage focuses on creating the volunteer army with effective people who can guide, coordinate and communicate.
B) 正确。这是Kotter模型的第一阶段，重点在于利用会（在情绪和理智上）吸引志愿者队伍的机会采取紧迫行动。（文献：A；章节：6.6.1）
Correct. This is the first stage in the model of Kotter. It focuses on using opportunities that will appeal (emotionally and intellectually) to the volunteer army to urgently act. (Literature: A Chapter 6.6.1)
C) 错误。这是Kotter模型中的第六个阶段，重点是收集短期成效并将其归类，以展示所取得的切实业务成果。
Incorrect. This is the sixth stage in the model of Kotter. It focuses on collecting and categorizing the short-term wins to show the achievement of tangible business results.
D) 错误。这是Kotter模型中的最后阶段，重点是将新的行为与组织的成功关联起来。
Incorrect. This is the last stage in the model of Kotter. It focuses on linking new behaviors to the success of the organization.

VeriSM™模型的哪一项要素决定了必需的管理活动或实践，通过规定规章制度或界限满足治理要求?

Which element of the VeriSM™ model defines the management activities or practices necessary to meet the governance requirements by providing guardrails or boundaries?

A) 定义（Define）
Define
B) 管理网格（Management Mesh）
Management Mesh
C) 生产（Produce）
Produce
D) 服务管理原则
Service management principles

A) 错误。定义阶段关注与产品或服务设计有关的活动和配套成果。定义阶段在服务管理原则规定的规章制度内开展工作。
Incorrect. The Define stage is concerned with the activities and supporting outcomes that relate to the design of a product or service. The Define stage works within the guardrails provided by the service management principles.

B) 错误。管理网格不设规章制度；它允许团队灵活地处理产品和服务，整合资源、实践、环境和新兴技术。
Incorrect. The Management Mesh does not provide the guardrails; it allows teams to work on products and services flexibly, combining resources, practices, environment and emerging technologies.

C) 错误。生产阶段关注解决方案的创建，确保成果满足消费者的需求。生产阶段在服务管理原则规定的规章制度内开展工作。
Incorrect. The Produce stage is concerned with the creation of the solution, ensuring the outcome meets the needs of the consumer. The Produce stage works within the guardrails provided by the service management principles.

D) 正确。服务管理原则基于组织治理原则，规定了所交付产品和服务的规章制度，阐述了质量和风险等问题。（文献：A；章节：7和9.1）
Correct. The service management principles are based on the organizational governing principles. They provide the guardrails for the products and services delivered, addressing areas such as quality and risk. (Literature: A, Chapter 7 and Chapter 9.1)

新产品或服务经过部署之后，服务提供者将为用户的使用提供持续支持。

VeriSM™模型的哪一项要素体现了这一支持?

Following the deployment of a new product or service, the service provider will provide ongoing support in its use to consumers.

Which element of the VeriSM™ model describes this provision of support?

A) 定义（Define）
Define
B) 生产（Produce）
Produce
C) 提供（Provide）
Provide
D) 响应（Respond）
Respond

A) 错误。定义阶段关注与产品或服务设计有关的活动和配套成果。
Incorrect. The Define stage is concerned with the activities and supporting outcomes that relate to the design of a product or service.
B) 错误。生产阶段关注解决方案的创建，确保成果满足消费者的需求。
Incorrect. The Produce stage is concerned with the creation of the solution, ensuring the outcome meets the needs of the consumer.
C) 错误。提供阶段主要是提供新的或变更解决方案以供使用。
Incorrect. The Provide stage is concerned with making the new or changed solution available for use.
D) 正确。响应阶段描述了消费者在性能问题、咨询或任何其他请求期间接受到的支持。（文献：A；章节：7和14.1）
Correct. The Respond stage describes the support the consumer receives during performance issues, questions or any other requests. (Literature: A, Chapter 7 and 14.1)

VeriSM™重新定义传统服务管理的**核心**原因是什么?

What is the **main** reason VeriSM™ re-defines traditional service management?

A) VeriSM™将组织内的服务管理分为不同实体，这样所有实体都可以自主工作。
VeriSM™ divides service management within an organization into separate entities so all entities can work autonomously.

B) VeriSM™关注整体性，不为特定组织提供实践。
VeriSM™ focuses on the big picture and does not provide practices for specific organizations.

C) VeriSM™结合了新技术，因此可帮助IT部门实现数字化转型。
VeriSM™ incorporates new technologies and therefore helps IT departments with digital transformation.

D) VeriSM™将整个组织视为各个单位共同协作的服务提供者。
VeriSM™ regards the entire organization as the service provider with capabilities that work together.

A) 错误。VeriSM™将整个组织视作一个整体，不会将组织分为各个实体。
Incorrect. VeriSM™ has a holistic view for the whole organization and it does not separate an organization into entities.

B) 错误。VeriSM™提供了一个网格（Mesh）实现特定组织的服务管理个性化。
Incorrect. VeriSM™ provides a Mesh to personalize service management for a specific organization.

C) 错误。表述确实如此，但不是重新定义服务管理的主要原因。
Incorrect. This is true, but not the main reason why it re-defines service management.

D) 正确。这是VeriSM™和ITSM之间的重大区别。（文献：A；章节：9.2）
Correct. This is the key differentiator between VeriSM™ and ITSM. (Literature: A, Chapter 9.2)

是什么将VeriSM™与其他IT服务管理方法区分开来？

What differentiates VeriSM™ from other IT service management approaches?

A) VeriSM™将IT与其他服务管理实践区分开来。
VeriSM™ differentiates IT from other service management practices.

B) VeriSM™关注组织中的企业IT方面。
VeriSM™ focuses on the corporate IT aspects in the organization.

C) VeriSM™是对早期IT服务管理实践的合理演化。
VeriSM™ is a logical evolution to older IT service management practices.

D) VeriSM™将所有组织能力纳入考虑范围。
VeriSM™ takes all organizational capabilities into account.

A) 错误。VeriSM™将所有部门和领域视为提供消费者服务的能力。
Incorrect. VeriSM™ regards all departments and areas as capabilities in delivering consumer services.

B) 错误。VeriSM™关注整个组织，而不仅仅是IT。
Incorrect. VeriSM™ focuses on the whole organization, not just IT.

C) 错误。VeriSM™是关于未来计划，但关注内容比传统IT服务管理更加广泛。
Incorrect. VeriSM™ is the next step, but has a broader focus then traditional IT service management.

D) 正确。VeriSM™将整个组织视作一个整体。整个组织是服务提供者，而各个部门则是支持组织提供产品和服务的单位。（文献：A；章节：9.2）
Correct. VeriSM™ has a holistic view over the organization as a whole. The entire organization is the service provider and the individual departments are the capabilities that support the organization as it delivers products and services. (Literature: A, Chapter 9.2)

VeriSM™引入了管理网格（Management Mesh）的概念。管理网格结合了资源、管理实践、环境和新兴技术四个要素，创造和交付产品和服务。

以下哪一项要素应包含相关框架如ITIL，或相关方法伦如COBIT？

VeriSM™ introduces the concept of the Management Mesh. This combines the four elements of resources, management practices, environment, and emerging technologies to create and deliver products and services.

In which element should frameworks such as ITIL or methodologies such as COBIT be included?

A) 新兴技术
Emerging technologies
B) 环境
Environment
C) 管理实践
Management practices
D) 资源
Resources

A) 错误。新兴技术是云服务、自动化和物联网等综合技术上的进步，可以在设计和交付服务时利用。
Incorrect. Emerging technologies are the advances in overall technologies such as cloud services, automation and the Internet of Things which may be exploited when designing and delivering a service.
B) 错误。环境方面包括组织文化、市场地位和监管框架。
Incorrect. The environmental aspects include the organizational culture, market position, and regulatory framework.
C) 正确。网格的管理实践要素包括ITIL等框架以及COBIT、SIAM和DevOps等方法论。组织根据需求选择使用哪一个。（文献：A；章节：10）
Correct. The management practices element of the Mesh includes frameworks such as ITIL, and methodologies such as COBIT, SIAM and DevOps. The organization chooses which to use, dependent on the requirement. (Literature: A: Chapter 10)
D) 错误。资源是组织用来开发产品和服务的要素，例如人力、资金和资产。
Incorrect. Resources are the elements an organization draws on to create products and services, such as people, money and assets.

在理解组织治理和服务管理原则后才能构建管理网格（Management Mesh）。

在构建网格前还须制定什么?

The Management Mesh can only be built once the organizational governance and service management principles are understood.

What else must also be developed before the Mesh is built?

A) 设计规范
Design specifications
B) 运营计划
Operational plans
C) 战略计划
Strategic plans
D) 战术计划
Tactical plans

A) 错误。管理网格用于开发和交付产品和服务。设计规范是利用管理网格制定的。
Incorrect. The Management Mesh is used to develop and deliver products and services. The design specifications are developed using the Management Mesh.
B) 错误。运营计划是在构建管理网格后制定的。根据要求，服务提供者选择网格的最佳要素，由此创建运营计划。
Incorrect. Operational plans are developed following the building of the Management Mesh. Based on the requirements, the service provider chooses the best elements for the Mesh to create the operational plan.
C) 正确。服务提供者在组织治理和服务管理原则所设定的规章制度内开展工作，制定战略计划解决消费者需求。在此基础上构建管理网格。（文献：A；章节：10.5）
Correct. Working within the guardrails set by the organizational governance and service management principles, the service provider develops their strategic plans to address consumer requirements. Based on these, the Management Mesh is built. (Literature: A, Chapter 10.5)
D) 错误。战术计划是在构建管理网格后制定的。根据要求，服务提供者选择网格的最佳要素，由此创建战术计划。
Incorrect. Tactical plans are developed following the building of the Management Mesh. Based on the requirements, the service provider chooses the best elements for the Mesh to create the tactical plan.

VeriSM™模型中定义（Define）阶段的目标是什么?

What is an objective of the Define stage in the VeriSM™ model?

A) 阐述与产品或服务设计有关的活动和相关成果
To address activities and supporting outcomes that relate to the design of a product or service

B) 确保产品或服务可供消费
To ensure the product or service is available for consumption

C) 响应消费者的服务事项、问询和需求
To react to service issues, inquiries and requests from the consumer

D) 结合服务蓝图并执行构建、测试和实施处于变更控制下的活动
To take the service blueprint and perform build, test and implement activities under change control

A) 正确。定义是关于阐述与服务或产品设计有关的活动。（文献：A,章节:11.1）
Correct. Define is about addressing the activities relating to the design of a service or product. (Literature: A, Chapter 11.1)

B) 错误。这是VeriSM™模型中提供(Provide)阶段的目标。
Incorrect. This is an objective for the Provide stage of the VeriSM™ model.

C) 错误。这是VeriSM™模型响应(Respond)阶段的目标。
Incorrect. This is an objective for the Respond stage of the VeriSM™ model.

D) 错误。这是VeriSM™模型生产(Produce)阶段的目标。
Incorrect. This is an objective for the Produce stage of the VeriSM™ model.

测试为什么是生产（Produce）阶段的重要部分？

Why is testing an important part of the Produce stage?

A) 定义组织的风险准则和风险偏好
To define risk criteria and the risk appetite of an organization

B) 确保产品或服务符合既定要求
To ensure that the product or service meets the requirements set

C) 确保组织的要求符合其战略
To ensure that the organization's requirements are in line with its strategy

D) 确保适当的组织架构
To ensure an organization's architecture is appropriate

A) 错误。在定义(Define)阶段，组织风险偏好是治理结构责任，并且与服务产品相关的风险准则被定义。测试需要确保新的或变更服务或产品的引进符合风险要求，而不是定义要求内容。
Incorrect. The organizational appetite for risk is the responsibility of governance structures and risk criteria associated to a product of service are defined during the Define stage. Testing needs to make sure that the introduction of a new or changed service or product meets the requirements set with regards to risk and not to define what these requirements are.

B) 正确。测试需要确保产品或服务符合定义阶段设定的要求。其可能包括一系列测试，例如检查产品或服务是否符合引发产品或服务开发的干系人需求。检查服务或产品是否符合定义阶段设定的要求通常包括测试功能、可用性、技术兼容性等活动，但测试还应确保产品或服务能够促成业务成果并促进业务价值的实现。（文献：A，第7章和第12.5章节）
Correct. Testing needs to ensure that the product or service meets the requirements set in the Define stage. This may include a number of tests that checks, for instance, if the product or service will meet the stakeholder needs that prompted the development of the product or service. Checking whether a service or product meets requirements set in the Define stage normally include activities like testing functionality, usability, technical compatibility etcetera, but testing should also ensure that the product or service enables business outcomes and facilitate the realization of business value. (Literature: A, Chapter 7 and Chapter 12.5)

C) 错误。验证组织的要求是否支持组织的战略是治理层和管理层的责任，而不是测试的目标。不过，VeriSM™模型可为此向治理结构和管理层提供宝贵反馈。
Incorrect. Validating whether organizational requirements support the organization's strategy is the responsibility of the governing body and management and not the objective of testing. However, the VeriSM™ model may provide valuable feedback to governance structures and management to that end.

D) 错误。评估组织架构的适当性是一项管理活动。测试应确保产品和服务与既定的组织架构相符而不是相悖。
Incorrect. Evaluating the appropriateness of organizational architecture is a management activity. Testing should ensure that products and services are aligned with the defined organizational architecture and not the other way around.

以下哪一项活动属于提供（Provide）阶段的一部分？

What activity is part of the Provide stage?

A) 构建
Build
B) 设计
Design
C) 改进
Improve
D) 测试
Test

A) 错误。构建属于VeriSM™模型产（Produce）品生产阶段的一部分。构建将定义（Define）阶段产生的服务蓝图转化为可行的计划，然后转化为行动产生新的服务或变更服务。
Incorrect. Build is a part of the Produce stage of the VeriSM™ Model. Build turns the service blueprint produced in the Define stage into actionable plans and then into action that produce the new or changed service.
B) 错误。它不属于提供阶段的一部分。
Incorrect. It is not a part of the Provide stage.
C) 正确。改进是VeriSM™模型提供阶段的一项活动。改进包括维护和改进活动。（文献:A,章节:13.2）
Correct. Improve is an activity of the Provide stage of the VeriSM™ model. Improve includes maintenance and improvement activities. (Literature: A, Chapter 13.2)
D) 错误。测试是生产阶段的一部分，确保产品或服务按照设计的计划接受测试。相关测试应涵盖各种情况，并以组织治理为基础。
Incorrect. Test is part of the Produce stage and ensures that the product or service is tested according to the designed plans. These tests should cover a variety of circumstances and will be based on organizational governance.

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响应（Respond）阶段的记录（Record）活动涵盖了以下哪一项?

What is covered by the activity Record in the Respond stage?

A) 采集信息
Capture information
B) 交付结果
Deliver results
C) 解决问题
Resolve the issue
D) 源事件
Source events

A) 正确。采集信息属于记录活动涵盖范围。 （文献:A,章节:14.2）
Correct. Capturing information is covered by the Record activity. (Literature: A, Chapter 14.2)
B) 错误。交付结果属于管理活动涵盖范围。
Incorrect. Delivering results is covered by the Manage activity.
C) 错误。解决问题属于管理活动的涵盖范围。
Incorrect. Resolving issues is covered by the Manage activity.
D) 错误。源事件属于管理活动的涵盖范围。
Incorrect. Sourcing events is covered by the Manage activity.

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以下哪些步骤描述了采用VeriSM™模型的高层次流程（high-level process）?

What steps describe the high-level process for adapting the VeriSM™ model?

A) 明确干系人，选择流程并在组织中实施
Define the stakeholders, select the processes, and implement them in the organization
B) 建立原则，选择一套实践，创建一个响应式的运营模式
Establish the principles, select a set of practices, create a responsive operating model
C) 调查所有现行实践，选择最佳组合，并强制执行
Investigate all practices in use, select the best set, and make these mandatory
D) 选择最佳管理实践，重点关注并逐步实施
Select the best management practice, focus thereon, and implement it step by step

A) 错误。这些活动与适应VeriSM™模型无关。适应意味着需要建立基本原则、实践和运营模式。
Incorrect. These activities have nothing to do with the adaption of the VeriSM™ model.
Adapting means that first principles, practices and an operating model need to be established.
B) 正确。这些是适应VeriSM™模型的步骤。 （文献:A,章节:15.1）
Correct. These are the steps in adapting the VeriSM™ model. (Literature: A, Chapter 15.1)
C) 错误。VeriSM™与网格（Mesh）匹配使用，包含更多实践。适应意味着除选择实践之外，还需要建立原则和运营模式。
Incorrect. VeriSM™ works with a Mesh, containing more practices. Adapting means that in addition to selecting practices, principles and an operating model need to be established.
D) 错误。VeriSM™不是选择一种实践，而是同时结合所需的实践。适应意味着需要建立原则、任何新的管理实践和运营模式。
Incorrect. VeriSM™ is not about selecting one practice, but about using the required practices together. Adapting means that principles, any new management practices and an operating model need to be established.

VeriSM™模型的定义（Define）阶段形成关于良好服务的定义。

这项活动发生在以下哪个流程?

The Define stage of the VeriSM™ model produces a definition of what good service looks like.

During which process does this activity take place?

A) 创建服务蓝图
Create the service blueprint

B) 创建解决方案
Create the solution

C) 定义消费者需求
Define consumer needs

D) 收集需求
Gather requirements

A) 错误。服务蓝图是生产（Produce）阶段的指导性文件。它包含服务的详细规范：服务等级要求、支持模型以及需求收集阶段约定的衡量指标和报告。（文献：A,章节：11.6）
Incorrect. The service blueprint is the guiding document for the Produce stage. It contains a detailed specification of the service: the service level requirements, the support model as well as the measurements and reporting as agreed in the requirements gathering stage. (Literature: A, Chapter 11.6)

B) 错误。这是构建设计的过程，包括衡量可用性、容量、连续性和安全性的良好绩效表现的方法。（文献:A,章节:11.5）
Incorrect. This is the process where the design is constructed including the method of measuring good performance for availability, capacity, continuity and security. (Literature: A, Chapter 11.5)

C) 错误。这项活动还为时尚早。消费者需求通常是在商业案例中确定，核准后触发进一步活动，然后在服务蓝图中纳入绩效衡量。（文献:A, 章节:11.3）
Incorrect. This is too early in the process. Consumer needs are often established in a business case, the approval of which then triggers further activities which result in performance measures being included in the service blueprint. (Literature: A, Chapter 11.3)

D) 正确。在收集需求过程中，建立功能性和非功能性需求（包括良好绩效的表现）。这推动了适当衡量指标和报告的构建。（文献:A,章节:11.4）
Correct. During the requirements gathering process the functional and non-functional requirements are established (including what good performance looks like). This drives the construction of the appropriate measures and reporting. (Literature: A, Chapter 11.4)

服务测量的目标是什么?

Which is the objective of service measurement?

A) 证明符合法律法规和合同承诺
To demonstrate compliance with laws, regulations and contractual commitments

B) 使服务提供者能够管理支撑服务要素的绩效能力
To enable service providers to manage the performance capabilities of underpinning service elements

C) 让消费者了解提供服务的成本
To enable the consumer to understand the costs of providing the service

D) 使服务所带来的结果或成果量化并获得认可
To quantify and qualify the results or outcomes provided by a service

A) 错误。合规是帮助促进管理服务的四项服务衡量考虑因素之一，并不是衡量的总体目标。
Incorrect. Compliance is one of the four service measurement considerations which helps enable management of the service. It is not the overall objective of measurement.

B) 错误。虽然这一措施对服务提供者非常重要，但并不会给消费者带来利益，也不反映服务衡量的整体观。
Incorrect. Whilst these measures are important for service providers, they are not of interest to consumers and do not reflect a holistic view of service measurement.

C) 错误。了解提供服务的成本对服务提供者重要，对消费者不重要。消费者更关心消费的成本及其从服务中获取的价值。
Incorrect. Understanding the cost of providing service is important to the service provider rather than the consumer. Consumers are more interested in the cost of consumption and the value they derive from the service.

D) 正确。通过先了解服务和消费者以及消费者如何获得服务价值，再衡量服务表现。衡量（和报告）是向消费者展示价值的方式。（文献:A,章节:10.4.4.1）
Correct. Measuring a service begins by understanding the service and the consumer and how the consumer receives the value of the service. Measurement (and reporting) is the means by which value is demonstrated to the consumer. (Literature: A, Chapter 10.4.4.1)

组织发展迅猛，因此希望重新审视其所有流程，但又发现测试的风险过大。组织希望最大限度地减少因集成和测试错误发现滞后而产生的错误修复成本。

以下哪一种管理实践解决这个问题的效果**最好**？

An organization is growing rapidly and therefore wants to reconsider all their processes. They find that testing is too risky. They want to minimize costs of fixing errors resulting from late discovery of integration and test errors.

Which management practice would **best** address this issue?

A) 敏捷
　　Agile
B) 客户体验/用户体验（CX/UX）
　　Customer Experience/User Experience (CX/UX)
C) 精益
　　Lean
D) 服务集成与管理（SIAM™）
　　Service Integration and Management (SIAM™)

A) 错误。敏捷包括快速思考、解决问题和获得新想法的能力。敏捷组织具有行动迅速、灵活和稳健的特点，能够快速响应意外挑战、事件和机遇。因此，敏捷不会是解决这个问题的最佳管理实践。
Incorrect. Agile includes the ability to think quickly, solve problems and have new ideas. An Agile organization would be fast moving, flexible and robust, capable of rapid responses to unexpected challenges, events and opportunities. Therefore Agile will not be the best management practice to address this issue.

B) 错误。CX/UX代表产品和服务消费者与产品和服务生产组织之间的关系。这一管理实践不会解决与测试问题相关的成本。
Incorrect. CX/UX is the relationship between the consumers of products and services and the organization that produces them. This management practice will not address the costs associated with testing issues.

C) 正确。精益和持续交付都有助于改善问题，最大限度地减少与测试工作相关的延误。两者都可以将测试风险降至最低，及早发现集成和测试错误，避免其修复成本过高。（文献:A,章节:16.1）
Correct. Both Lean and Continuous Delivery improve minimizing delays associated with testing efforts. They both also minimize testing risks and find integration and test errors before they become too expensive to fix. (Literature: A, Chapter 16.1)

D) 错误。SIAM主要定义一套原则、实践和方法，用于管理、集成、治理和协调多个服务提供者的服务交付。SIAM并不专注于削减与测试工作相关的成本。
Incorrect. SIAM focuses on defining a set of principles, practices and approaches used to manage, integrate, govern and coordinate the delivery of services from multiple service providers. SIAM does not specifically focus on minimizing costs associated with testing efforts.

敏捷如何能够支持服务管理?

How can Agile be used to support service management?

A) 无法利用敏捷支持服务管理，敏捷只适用于项目管理
Agile cannot be used as it is a project management-only practice

B) 用于迭代开发产品和服务
For building products and services iteratively

C) 让整个组织容易接受所有服务管理实践
For easy acceptance of all service management practices across the entire organization

D) 像传统瀑布项目一样建立所有服务管理流程
To build all service management processes like traditional waterfall projects

A) 错误。敏捷实践不仅可以用于项目管理，还可以用于照常活动和服务管理。
Incorrect. Agile practices can be used not only in project management but also in business-as-usual activities and in service management.

B) 正确。迭代开发产品和服务遵循敏捷方法。（文献:A,章节:17.6）
Correct. Iteratively building products and services follows Agile techniques. (Literature: A, Chapter 17.6)

C) 错误。敏捷倡导以迭代方法逐步推行变革；服务管理实践在整个组织范围内不断获得接受是一个持续的过程。
Incorrect. Agile promotes an iterative approach of introducing change step by step; gaining ongoing acceptance of service management practices in entire organization is continuous process.

D) 错误。敏捷实践倡导迭代开发服务和产品，而瀑布则不关注迭代开发。
Incorrect. Agile practices promote the building of services and products iteratively, whereas waterfall does not focus on iterative building.

DevOps如何提升服务管理实践?

How does DevOps advance service management practices?

A) DevOps建立了服务管理实践原则。
DevOps sets up the principles for service management practices.
B) DevOps将服务管理实践左移，实现精简化。
DevOps shifts service management practices to the left which makes them leaner.
C) DevOps只能用于开发新产品和服务。
DevOps should be used only to develop new products and services.
D) DevOps的构建时间晚于服务管理，因此不会提升服务管理实践。
DevOps was established later than service management and therefore does not advance service management practices.

A) 错误。DevOps是服务管理的固有组成部分，因此无法建立服务管理实践原则。
Incorrect. DevOps cannot set up principles as they are an inherent part of service management.
B) 正确。DevOps可以将服务管理实践左移，实现服务管理实践精简化和服务管理活动自动化，从而推进服务管理实践。 （文献:A,章节:18.7）
Correct. DevOps can advance service management practices by shifting them to the left, making them leaner and automating service management activities. (Literature: A, Chapter 18.7)
C) 错误。DevOps可用于开发新产品和服务，也可用于改进现有产品和服务。
Incorrect. DevOps can be used to create new products and services as well as improving existing ones.
D) 错误。DevOps的构建时间较晚并没关系，因为它涉及了人员、开发、运维、质量和测试，可以影响现有的服务管理实践。
Incorrect. It does not matter DevOps was establish later because it can influence existing service management practices by involving people, development, operations, quality and testing.

在服务集成与管理（SIAM™）中，消费者与提供者之间层是什么?

What is the layer between consumer and provider in Service Integration and Management (SIAM™)?

A) 服务倡导者
Service advocate

B) 服务安装者（service installer）
Service installer

C) 服务集成商
Service integrator

D) 服务管理者
Service manager

A) 错误。在SIAM、最佳管理实践和VeriSM™中不存在这个角色。
Incorrect. There is no such role in SIAM, Best Management Practices and VeriSM™.

B) 错误。在SIAM、最佳管理实践和VeriSM™中不存在这个角色。
Incorrect. There is no such role in SIAM, Best Management Practices and VeriSM™.

C) 正确。这是SIAM中位于消费者与提供者之间的第三层。 （文献:A,章节:19.2）
Correct. This is the name of the third layer between consumer and provider in SIAM. (Literature: A, Chapter 19.2)

D) 错误。在SIAM、最佳管理实践和VeriSM™中不存在这个角色。
Incorrect. There is no such role in SIAM, Best Management Practices and VeriSM™.

精益生产中区分了不同类型的浪费。

哪一类浪费属于"生产质量超出消费者需求"?

In Lean, different types of waste are distinguished.

What type of waste is "producing at levels of quality more than required by the customer"?

A) 库存
Inventory
B) 超额交付
Overdelivering
C) 过度加工
Overprocessing
D) 生产过剩
Overproduction

A) 错误。此类浪费是指未被使用的过剩产品和材料。
Incorrect. This type of waste is described as excess products and materials that are not being used.
B) 错误。精益生产中不存在此类浪费。
Incorrect. This type of waste does not exist in Lean.
C) 正确。问题中是关于过度加工的描述。 （文献:A,章节:20.7）
Correct. This is the description of overprocessing. (Literature: A, Chapter 20.7)
D) 错误。此类浪费是指产出超过需求以及产出早于需求。
Incorrect. This type of waste is described as creating more output then is needed and before it is needed.

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左移（Shift Left）是一种将方案开发、交付和支持推到其生命周期早期阶段，从而提高效率，节约成本并提高客户关注度的方法。

以下哪一项活动**不**属于左移的特征？

Shift Left is an approach which sees solution development, delivery and support pushed to earlier stages in their lifecycle and so gains efficiencies, cost savings and improved customer focus.

Which activity is **not** a feature of Shift Left?

A) 运维问题发生后自动更正
Auto-correction of operational issues after they have occurred

B) 潜在运维问题发生前自动检测
Auto-detection of potential operational issues before they occur

C) 事件自动转交至二线支持
Automatic incident referral to second line support

D) 自助服务事件诊断
Self service incident diagnosis

A) 错误。这个属于左移的特征。通过免除人为干预的需要，自动解决事件可缩短潜在的服务停机时间。例如，通过事件管理的检测和服务对替代处理资源的自动故障切换，可以最大限度削弱电源故障的影响。
Incorrect. This is a feature of Shift Left. Automatically resolving incidents reduces potential service downtime by negating the need for human intervention. For example, the effects of a power failure may be minimized by detection by event management and the automatic fail-over of service to alternative processing resources.

B) 错误。这属于左移的最左范畴。各种事件得到遏制，因此避免了支持成本和服务停机。例如，事件管理可能会检测到容器填满并自动触发添加额外存储器。
Incorrect. This is on the extreme left spectrum of Shift Left. Incidents are prevented and so support costs and service downtime are avoided. For example, event management may detect that a container is filling up and automatically triggers the addition of extra storage.

C) 正确。这不是左移活动，因为涉及成本相对较高的二线资源。不过，自动化确实是左移的关键要素，可以降低人为错误的风险。在某些情况下，事件自动转交至二线支持很可能是最合适的，但这不属于左移。（文献:A,章节:21）
Correct. This is not a Shift Left activity because comparatively expensive second line resources are involved. Automation, however, is a key component of Shift Left as it reduces the risk of human error. Automated incident referral to second line support may well be, in certain circumstances, the most appropriate process - but it is not Shift Left. (Literature: A, Chapter 21)

D) 错误。自助服务属于一种左移实践，而且是"0级支持的支柱"。消费者可以查询知识库，利用社区论坛和许多其他工具找到解决难题的方案，而无需联系比较昂贵的IT支持部。然而，IT支持部需要知道消费者的自助服务活动，这样能够给予适当调节。
Incorrect. Self-service is a Shift Left practice. It is "the backbone of level 0 support". Consumers can interrogate knowledge bases and use community forums and many other tools to find a resolution to their difficulty without having to contact comparatively expensive IT support. It is important, however, that IT support is aware of consumers' self-service activities so that they can moderate content.

以下哪一项属于用户体验（UX）？

What is an example of User Experience (UX)?

A) 投诉处理
Complaint handling
B) 客户服务
Customer service
C) 支持体验
Support experience
D) 用户界面
User interface

A) 错误。这个属于客户体验（CX），而不是用户体验（UX）。投诉处理涉及组织对投诉的响应性，因此涉及消费者与组织之间的关系。
Incorrect. This is an example of Customer Experience (CX) and not of User Experience (UX). Complaint handling relates to the responsiveness of the organization to complaints and thus relates to the relationship between the consumers and the organization.
B) 错误。这个属于客户体验（CX），而不是用户体验（UX）。它涉及消费者与组织之间的关系。
Incorrect. This is an example of Customer Experience (CX) and not of User Experience (UX). It relates to the relationship between the consumers and the organization.
C) 错误。这个属于客户体验（CX），而不是用户体验（UX）。它涉及消费者与组织之间的关系。
Incorrect. This is an example of Customer Experience (CX) and not of User Experience (UX). It relates to the relationship between the consumers and the organization.
D) 正确。这个属于用户体验。用户界面是用户体验的技术内容之一，因此属于用户体验。（文献:A,章节:22.1）
Correct. This is example of User Experience. User interface is one of the technical components of Customer experience and therefore is an example of UX. (Literature: A, Chapter 22.1)

持续交付如何**积极**影响变更控制流程?

How does continuous delivery **positively** impact change control processes?

A) 它不影响变更控制流程。
It does not impact the change control processes.

B) 它通过自动化测试工具影响流程。
It impacts the processes through automated testing facilities.

C) 它通过提供更多信息影响流程。
It impacts the processes through delivering more information.

D) 它通过不太固化的变更控制影响流程。
It impacts the processes through less rigorous change control.

A) 错误。通过集成和测试过程自动化而无需人工干预或讨论，持续交付可以对变更控制流程产生积极影响。
Incorrect. Continuous delivery may positively impact change control processes by automation of the integration and testing process without human intervention or discussion.

B) 正确。持续交付可通过消除人工干预/人为因素或讨论影响变更控制流程。 （文献:A,章节:23.7）
Correct. Continuous delivery may impact change control process through the elimination of human intervention/human factor or discussion. (Literature: A, Chapter 23.7)

C) 错误。增加更多信息意味着决策时间更长。这会对变更控制流程产生负面影响，且不会消除人为错误。
Incorrect. Adding more information means longer decision-making. This can negatively impact change control processes and not eliminate human errors.

D) 错误。不太固定的变更控制流程会影响更多的人为故障，并可能对整个流程产生负面影响。
Incorrect. A less rigorous change control process can impact more human failures and may negatively impact the whole process.

技术不断飞速变化，给服务管理带来了重大挑战。

下列哪一项属于服务管理中存在的共性挑战?

Technology is changing fast and this provides significant challenges for service management.

What is a generic challenge identified for service management?

A) 确保成本与预算相匹配
   Ensuring cost is matched to budget
B) 将期望值与业务关系相匹配
   Matching expectations to business relationships
C) 复杂度上升，可预见性不足
   More complexity and less visibility
D) 服务管理方法支持受限制或约束
   Service management approaches support constraints

A) 错误。确保成本与预算相匹配并不是服务管理中存在的挑战之一。
   Incorrect. Ensuring cost is matched to budget is not one of the identified challenges for service management.
B) 错误。挑战在于将期望与现实相匹配，而不是与组织内部关系相匹配。
   Incorrect. The challenge is to match expectations to reality, not to the relationships within the organization.
C) 正确。新兴技术和利用新技术可能会使服务提供者的环境变得更加复杂，这一挑战为人所知。（文献:A, 章节:25.1）
   Correct. A recognized challenge is that emerging technologies and access to new technology can make the service provider's environment more complex. (Literature: A, Chapter 25.1)
D) 错误。服务管理方法需要支持组织，而不是支持受限或约束。
   Incorrect. Service management approaches need to support the organization, not the constraints.

以下哪一项是云的**主要**优点?

What is a **key** benefit of cloud?

A) 内部沟通加强
Enhanced internal communication

B) 基础设施质量提升
Increased quality of the infrastructure

C) 基础设施服务速度加快
Increased speed of infrastructure service

D) 运营风险降低
Reduced operating risks

A) 错误。将云用于基础设施不会影响内部沟通能力。使用云可能带来降低运营风险、快速配置硬件和软件资源以及提高现购现付能力等效益。
Incorrect. Using cloud for the infrastructure will not have an impact on your ability to communicate internally. Using cloud may lead to benefits like reduced operating risks, quick provisioning of hardware and software resources, and increasing the ability to pay as you go.

B) 错误。虽然将基础设施置于云端可能会提升质量,但这并不是既定事实。如果开始时内部基础设施配置良好,则仅仅通过将其提升到云端是无法指望质量提升的。使用云可能带来降低运营风险、快速配置硬件和软件资源以及提高现购现付能力等效益。
Incorrect. Although putting infrastructure in the cloud may result in better quality, it is not a given. If there is a good internal infrastructure setup to begin with, you cannot expect an increase in quality merely by lifting it to the cloud. Using cloud may lead to benefits like reduced operating risks, quick provisioning of hardware and software resources, and increasing the ability to pay as you go.

C) 错误。尽管你可能会体验到更加快捷的基础设施服务,但只有在你的内部基础设施初始速度缓慢的情况下才会出现这种情况。如果你已经掌握快速高效的基础设施服务,则仅仅通过将基础设施置于云端是无法指望这一因素得到改进的。使用云可能带来降低运营风险、快速配置硬件和软件资源以及提高现购现付能力等效益。
Incorrect. Although you may experience higher speed of infrastructure service, this will only happen if your internal infrastructure was slow to begin with. If you have fast and efficient infrastructure service already, you cannot expect an improvement on this factor, merely by putting your infrastructure in the cloud. Using cloud may lead to benefits like reduced operating risks, quick provisioning of hardware and software resources, and increasing your ability to pay as you go.

D) 正确。管理基础设施服务器、存储器和应用程序的复杂问题由云提供商负责处理,这样组织就可以专注于核心活动而不用分心于IT技术任务。 (文献:A,章节:25.2)
Correct. The complexities of managing infrastructure servers, storage and applications are handled by the cloud provider allowing organizations to focus on core activities instead of IT technical tasks. (Literature: A, Chapter 25.2)

一个组织决定利用SaaS解决方案控制其新的物联网（IoT）监控设备。

从服务管理的角度来看，以下哪一项**最**重要，需要重点考虑?

An organization decides to use a SaaS solution to control their new Internet of Things (IoT) monitoring devices.

What is **most** important to consider from a service management point of view?

A) 物联网设备识别码和IP地址具有唯一性，这是一个关键要求
That a key requirement for IoT devices is to have unique identifiers and IP addresses
B) 物联网服务提供更好的行为跟踪以支持实时营销
That IoT services provide better behavior tracking to support real-time marketing
C) 这是一项外包服务，因此不需要专门考虑
That it is an outsourced service so no specific considerations are required
D) SaaS解决方案也必须遵循服务规章制度（guardrails）
That the guardrails for the services must be respected also for SaaS solutions

A) 错误。这是一项有效的技术要求，但从服务管理角度来看并不重要。
Incorrect. This is a valid technical requirement, but not important form a service management view.
B) 错误。这是物联网服务带来的好处，但从服务管理角度来看并不重要。
Incorrect. This is a benefit that IoT services provide, but not important from a service management view.
C) 错误。服务管理原则适用于所有服务。
Incorrect. The service management principles apply for all services.
D) 正确。规章制度是所有服务（不论是否外包）的总原则。（文献:A,章节:1.4和25.6)
Correct. The guardrails are overall principles for all services, outsourced or not. (Literature: A, Chapter 1.4 and 25.6)

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机器人流程自动化（RPA，或译作软件机器人/虚拟劳动者）在服务管理过程中具有什么优点？

What is the advantage of Robotic Process Automation (RPA) in service management processes?

A) RPA可以实现任务自动化，因此可以缩减人员。
RPA automates tasks and therefore will always reduce headcount.

B) RPA帮助员工执行更复杂的任务。
RPA helps in enabling employees to perform more complex tasks.

C) RPA可以实现任务自动化，从而提高生产产品的质量。
RPA increases the quality of the produced products as it automates tasks.

D) RPA是一种生产技术，无法有效用于服务管理。
RPA is a manufacturing technique which cannot be used effectively in service management.

A) 错误。RPA并不总是代表缩减人员。
Incorrect. RPA is not always about reducing headcount.

B) 正确。将人力资源重新部署到更有价值的活动中是一个明显的优点，同时，它还可以自动执行涉及高级逻辑的更复杂任务。 （文献:A,章节:25.8）
Correct. Redeployment of staffing resources to more valuable activities is a clear benefit, and it has also automated more complex tasks involving advanced logic. (Literature: A, Chapter 25.8)

C) 错误。服务管理中的RPA不关注产品，而是关注流程任务自动化。
Incorrect. RPA in service management is not about product, but process task automation.

D) 错误。RPA自动执行（服务管理）流程任务。
Incorrect. RPA is about automating (service management) process tasks.

一个组织希望打破"救火的工作模式"并转向主动模式。

应该**首先**关注VeriSM™模型中的哪项元素？

An organization wants to break out of fire-fighting mode and move to the proactive mode.

On which element(s) of the VeriSM™ model should the focus be **first**?

A) 定义（Define）和生产（Produce）
Define and Produce

B) 治理
Governance

C) 管理网格（Management Mesh）
Management Mesh

D) 提供（Provide）和响应（Respond）
Provide and Respond

A) 正确。改进工作从头抓起并提供更好的服务是正确的道路。关注定义和生产活动，而不是修复问题之处。（文献:A,章节:26.1）
Correct. Improving things from the start and producing better services is the way to go. The focus is on the Define and Produce activities, rather than repairing what went wrong. (Literature: A, Chapter 26.1)

B) 错误。虽然这一元素确实重要，但并不是首先关注的。
Incorrect. Although these elements are important, they are not the first to focus on.

C) 错误。虽然这是转向VeriSM™模型的必要元素，但无法帮助短期内打破"救火工作模式"。
Incorrect. This is a necessary element for moving towards the VeriSM™ model, but does not help breaking out of the fire-fighting mode in the short term.

D) 错误。专注于问题并尽力修复问题，让组织处于"救火工作模式"关注定义和生产活动，而不是修复问题之处。
Incorrect. Focusing on what went wrong and trying to repair that, keeps the organization in fire-fight mode. The focus is on the Define and Produce activities, rather than repairing what went wrong.

试题评分

如下表格为本套样题的正确答案，供参考使用。

问题	答案	问题	答案
1	C	21	A
2	A	22	B
3	B	23	C
4	D	24	A
5	D	25	B
6	C	26	D
7	C	27	D
8	C	28	C
9	D	29	B
10	A	30	B
11	D	31	C
12	C	32	C
13	A	33	C
14	B	34	D
15	D	35	B
16	D	36	C
17	D	37	D
18	D	38	D
19	C	39	B
20	C	40	A

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